Overview

Table 28A.1 **Estimate of expenditure**

Proposal submitted by the Secretary-General	$26,373,400[a]
Revised appropriation for 2008-2009	$15,100,600[b]

[a] At 2008-2009 rates.

[b] Technically adjusted for presentation purposes only in the present document to reflect the biennial effect of General Assembly actions on administration of justice.

Table 28A.2 **Proposed staffing resources**

Posts	*Number*	*Level*
Regular budget		
Proposed for the biennium 2010-2011	50	1 USG, 2 D-2, 4 D-1, 9 P-5, 5 P-4, 2 P-3, 2 P-2/1, 3 GS (PL), 22 GS (OL)
Redeployment	1	1 GS (OL) to section 29, Office of Information and Communications Technology
Abolition	1	1 GS (PL), Fifth Committee secretariat
New	1	P-2/1, Fifth Committee secretariat
Approved for the biennium 2008-2009	51	1 USG, 2 D-2, 4 D-1, 9 P-5, 5 P-4, 2 P-3, 1 P-2/1, 4 GS (PL), 23 GS (OL)

Abbreviations: USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level.

28A.1 The Department of Management is responsible for the implementation of the programme of work under section 28A. The activities programmed under this section fall under programme 24, Management and support services, of the strategic framework for the period 2010-2011 (A/63/6/Rev.1).

28A.2 The Department of Management will aim to ensure that all new or revised management policies, procedures and internal controls meet or exceed the expectations of Member States, as reflected in the resolutions and decisions of the General Assembly, as well as relevant regulations and rules of the United Nations. The capacity of managers to deliver mandated programmes will be strengthened through improved management training, more focused programme planning, more effective use of results-based management and regular and systematic monitoring and evaluation practices. The Department will also closely monitor oversight body recommendations, identify material weaknesses and ensure that remediation plans are developed. Furthermore, the Department will provide substantive support to the Management Performance Board, in the context of implementation of the senior managers' compact, and to the Management Committee, in the context of monitoring compliance with recommendations of oversight bodies by departments and offices of the Secretariat.

28A.3 The Department will continue to be responsible for improving management practices throughout the Organization, promoting accountability and management evaluation, improving work processes and procedures, enabling continuous management improvement, implementing management

policies and reform initiatives to empower the staff, and enhancing the ability of staff to carry out their work more effectively. The Department will continue to support and strengthen the integration of the gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies. With the support of a proactive communications strategy, the Department will ensure that Member States, managers and staff are fully informed and participate in the efforts to ensure a more effective and results-oriented Organization.

28A.4 The Department will maintain its leadership role within the United Nations common system. By partnering with other organizations of the system, it will strengthen existing common and joint services and expand and develop new common and joint services among United Nations organizations when such services would be more efficient and cost-effective than existing decentralized arrangements.

28A.5 Furthermore, the Department will provide substantive and/or technical secretariat support to the Administrative and Budgetary (Fifth) Committee of the General Assembly, the Committee for Programme and Coordination, the Committee on Contributions, the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors.

28A.6 Pursuant to General Assembly resolutions 60/283 and 63/262 relating to the replacement of the Integrated Management Information System with a next-generation enterprise resource planning system, the enterprise resource planning project will consolidate the management of all financial, human and physical resources under a single integrated system for the entire Organization, including for peacekeeping and field missions. The implementation of the project in the biennium 2010-2011 will continue under the coordinating and oversight function of the Department through the enterprise resource planning Steering Committee. The Department will ensure implementation of various functionalities of the system in such a manner that it minimizes the burden of change on the Organization and its resources and mitigates organizational and managerial risks.

28A.7 The Department will also manage the historic renovation of the United Nations Headquarters complex in New York. The capital master plan will entail a complete renovation of the complex and result in a modern, safe and energy-efficient Headquarters for the Organization. The project, with ongoing renovation of the Secretariat, General Assembly and Conference Buildings, is expected to be completed in 2013.

28A.8 The overall level of resources for the Office of the Under-Secretary-General for Management under the regular budget amounts to $26,373,400, before recosting, reflecting an increase of $11,272,800, or 74.7 per cent, compared with the 2008-2009 revised appropriation. The growth can be summarized as follows:

(a) The decrease of $10,400 under executive direction and management relates to a reduction in the provision for furniture and equipment, reflecting the deferment in the replacement of office equipment based on its useful life;

(b) The net decrease of $321,300 under programme of work relates mainly to:

(i) A decrease of $122,100 under the management services component that reflects the reduction of consultancy provisions for fraud and corruption prevention services;

(ii) A decrease of $115,700 under the administration of justice component that reflects the adjustments relating to the new posts in the Management Evaluation Unit established in the biennium 2008-2009 in line with the new administration of justice framework adopted by the General Assembly in its resolution 62/228, offset by the discontinuation of one-time provisions provided for the year 2008;

(iii) A decrease of $83,500 under the services to the Fifth Committee and the Committee for Programme and Coordination component resulting from the abolition of a General Service (Principal level) post and the proposal for a new post at the P-2 level to provide enhanced technical, administrative and substantive servicing support to the meetings of the Fifth Committee and the Committee for Programme and Coordination ($65,500), as a result of the reclassification of the functions of the General Service post, a related reduction in overtime costs ($12,400) and the provision for replacement of furniture and equipment in line with the useful life of the equipment ($5,600);

(c) The net increase of $11,604,500 under programme support relates mainly to:

(i) A decrease of $149,700 resulting from the outward transfer of one General Service (Other level) post to section 29, Office of Information and Communications Technology, as a result of the transfer of administrative support functions with respect to the former Information Technology Services Division from the Executive Office in the Department of Management;

(ii) The inclusion of a provision of $11,775,900, covering the regular budget share of the 2010-2011 gross requirements for the enterprise resource planning project.

28A.9 Pursuant to General Assembly resolution 61/245, the Secretary-General submitted his report on the accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701 and Corr.1 and Add.1), detailing the establishment of a dedicated capacity within the Department of Management responsible for advising, supporting and monitoring departments to ensure the complete implementation of results-based management as well as for gathering and reporting on critical performance information based on which decisions regarding accountability can be made. In his report, the Secretary-General proposed the transfer of one P-4 post and one General Service (Principal level) post from section 30, Internal oversight, to section 28A, Office of the Under-Secretary-General for Management, in line with the transfer of functions related to monitoring, including the preparation of the programme performance report. In its decision 63/550, the Assembly deferred for future consideration the report of the Secretary-General on the accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701 and Corr.1 and Add.1). Accordingly, pending a decision by the Assembly on the proposed transfer, the aforementioned resources are maintained in section 30. Should the Assembly approve the Secretary-General's proposal, the related resources would be transferred from section 30, Internal oversight, to section 28A, Office of the Under-Secretary-General for Management, and incorporated in the initial appropriation for the biennium 2010-2011, including the self-evaluation activities and the outputs listed in the proposed programme budget.[1]

28A.10 Concerning the longer-term resource requirements related to the enterprise resource planning system, as endorsed by the General Assembly in its resolution 63/262, the results of the user needs definition, implementation plan, resource requirements and options for the project will be detailed and considered in the context of a comprehensive report to be submitted to the Assembly at its sixty-fourth session. A provision in the amount of $11,775,900 for the regular budget share of the 2010-2011 gross requirements, totalling $78,506,000, in line with the cost-sharing formula detailed in document A/62/510/Rev.1 and endorsed by the Assembly in its resolution 63/262 for the project, has been included under this section. It should be noted, however, that early indications are that the total gross budget of the project for 2010-2011 may be in the range of approximately $186 million,

[1] It should be noted that subsequent to the finalization of the present document, the General Assembly, in its resolution 63/276 approved the transfer of posts and non-post resources from section 30 to section 28A. This will be reflected in the initial appropriation accordingly.

with the regular budget share amounting to $28 million, or some $16.2 million higher than the amount proposed in the present document at this stage. As the analysis from the user needs definition has not been finalized, details of total project needs, including additional provisions that would arise under the regular budget, will be reflected in the comprehensive report to be submitted to the Assembly at its sixty-fourth session, as requested.

28A.11 For the biennium 2010-2011, the amount of extrabudgetary resources is estimated at $82,399,800. Those resources are derived from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, as well as from the support account for peacekeeping operations in the areas of substantive and technical services provided to the Fifth Committee and the Committee for Programme and Coordination, oversight support, management support services and secretariat services provided to the Headquarters Committee on Contracts and the Property Survey Board. Furthermore, within that total, the estimated requirements for the enterprise resource planning system in the amount of $66,730,100 will also be financed from the programme support income and the peacekeeping support account, based on proportions reported in document A/62/510/Rev.1.

28A.12 Pursuant to General Assembly resolution 58/269, resources in the amount of $98,000 have been identified under the regular budget within the available capacity of the Office under subprogramme 1 for monitoring and evaluation activities, comprising four and a half work-months at the Professional level and a provision of $25,000 for consultancy services.

28A.13 The estimated percentage distribution of the resources under this section is as shown in table 28A.3. The distribution of resources is summarized in tables 28A.4 and 28A.5.

Table 28A.3 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
A. Executive direction and management	9.8	1.1
B. Programme of work		
Management services	18.9	24.0
Administration of justice: management evaluation component	6.7	50.9
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	5.2	1.9
Subtotal B	**30.8**	**76.8**
C. Programme support	59.4	22.1
Total	**100.0**	**100.0**

Table 28A.4 **Resource requirements by component**

(Thousands of United States dollars)

(1) *Regular budget*

Component	*2006-2007 expenditure*	*2008-2009 appropriation*[a]	*Resource growth*		*Total before recosting*	*Recosting*	*2010-2011 estimate*
			Amount	*Percentage*			
Executive direction and management	5 550.6	2 602.2	(10.4)	(0.4)	2 591.8	138.7	2 730.5
Programme of work	11 465.7	8 450.4	(321.3)	(3.8)	8 129.1	428.0	8 557.1
Programme support	3 897.8	4 048.0	11 604.5	286.7	15 652.5	198.5	15 851.0
Subtotal (1)	**20 914.2**	**15 100.6**	**11 272.8**	**74.7**	**26 373.4**	**765.2**	**27 138.6**

(2) *Extrabudgetary*

2006-2007 expenditure	*2008-2009 estimate*	*Source of funds*	*2010-2011 estimate*
		(a) Services in support of:	
		(i) United Nations organizations: support to extrabudgetary administrative structures	
665.4	8 772.6	(ii) Extrabudgetary activities: support to extrabudgetary substantive activities	18 354.0
13 390.1	19 957.7	Peacekeeping operations[b]	64 343.4
		(b) Substantive activities: United Nations Fund for International Partnerships	
		(c) Operational projects	
14 055.5	**28 730.3**	**Subtotal (2)**	**82 697.4**
34 969.7	**43 830.9**	**Total (1) and (2)**	**109 836.0**

[a] Technically adjusted for presentation purposes only in the present document to reflect the biennial effect of General Assembly actions on administration of justice.

[b] Includes peacekeeping support account resources centrally administered by the Executive Office for general operating expenses, supplies and materials, and furniture and equipment for the Department of Management as a whole as well as the related share of funding of the enterprise resource planning project. Rental of premises and alterations/accommodations for all departments, although centrally administered by the Executive Office, are shown under section 28D, Office of Central Support Services.

	Established regular budget posts		*Temporary posts*					
			Regular budget		*Extrabudgetary*		*Total*	
Category	*2008-2009*	*2010-2011*	*2008-2009*	*2010-2011*	*2008-2009*[a]	*2010-2011*[b]	*2008-2009*	*2010-2011*
Professional and above								
USG	1	1	—	—	—	—	1	1
D-2	2	2	—	—	—	—	2	2
D-1	4	4	—	—	1	1	5	5
P-5	9	9	—	—	—	1	9	10
P-4/3	7	7	—	—	7	6	14	13
P-2/1	1	2	—	—	1	1	2	3
Subtotal	**24**	**25**	**—**	**—**	**9**	**9**	**33**	**34**
General Service								
Principal level	4	3	—	—	—	—	4	3
Other level	23	22	—	—	1	2	24	24
Subtotal	**27**	**25**	**—**	**—**	**1**	**2**	**28**	**27**
Total	**51**	**50**	**—**	**—**	**10**	**11**	**61**	**61**

[a] Includes extrabudgetary posts for support for extrabudgetary substantive activities (2 P-3, 1 P-2/1) and for peacekeeping operations (1 D-1, 3 P-4, 2 P-3, 1 General Service (Other level)).

[b] Includes extrabudgetary posts for support for extrabudgetary substantive activities (1 P-3) and for peacekeeping operations (1 D-1, 1 P-5, 3 P-4, 2 P-3, 1 P-2, 2 General Service (Other level)).

A. Executive direction and management

Resource requirements (before recosting): $2,591,800

28A.14 The Under-Secretary-General for Management is responsible for the formulation of the Organization's management policies and has overall responsibility for the management of the financial, human and physical resources of the Organization. He or she formulates policies and provides policy guidance, coordination and direction on management reform issues. He or she also represents the Secretary-General on management matters in relation to governing bodies, agencies in the common system and administrative advisory bodies and monitors emerging management issues throughout the Secretariat. In addition, the Under-Secretary-General is responsible for maintaining close liaison with host-country authorities and Member States on all substantive aspects of financial, budgetary, personnel and common support services matters. Moreover, he or she provides strategic guidance and management oversight concerning the implementation of the capital master plan project. The secretariat of the Fifth Committee and the Committee for Programme and Coordination, which provides substantive and technical secretariat support to these Committees, and the secretariat of the Headquarters Committee on Contracts and the Headquarters Property Survey Board, which supports the work of the Headquarters Committee and the Board, both report to the Under-Secretary-General for Management. The Under-Secretary-General for Management also directs and manages the overall activities of the Department of Management.

28A.15 In discharging the foregoing responsibilities, the Under-Secretary-General is supported by the Director of the Office of the Under-Secretary-General, which undertakes mid and long-term planning, develops and coordinates management strategies and policies, oversees the implementation of reform initiatives and serves as the focal point for information and for the integration of all aspects of the work of the Department. The Office also supports the Under-Secretary-General in inter-agency meetings, such as the High-Level Committee on Management of the United Nations System Chief Executives Board for Coordination (CEB), and coordinates intradepartmental activities, including liaison with other offices, funds and programmes on matters of common concern. The Director oversees the activities of the Policy and Oversight Coordination Service, the Management Support Service, the Management Evaluation Unit and the Executive Office.

Table 28A.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure the full implementation of legislative mandates and compliance with United Nations policies and procedures in order to provide an effective management culture throughout the Organization.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) The programme of work is effectively managed	(a) Improved management performance and timely delivery of outputs and services *Performance measures*: Percentage of respondents expressing the view that the Department of Management is more efficient in the delivery of services and more client focused 2006-2007: • Delivery of services: 45 per cent • Client focus: 50 per cent Estimated 2008-2009: • Delivery of services: 55 per cent • Client focus: 55 per cent Target 2010-2011: • Delivery of services: 55 per cent • Client focus: 55 per cent
(b) Improved geographical representation[a] and gender balance of staff	(b) (i) Increased percentage of staff recruited from unrepresented and underrepresented Member States in the Department[a] *Performance measures*: 2006-2007: 50 per cent Estimated 2008-2009: 50 per cent Target 2010-2011: 50 per cent

	(ii) Increased percentage of women candidates in the Professional category and above for appointments of one year or longer *Performance measures*: 2006-2007: 50 per cent Estimated 2008-2009: 52 per cent Target 2010-2011: 54 per cent
(c) Enhanced policy coherence in the management of the activities of the United Nations	(c) Improved communication and coordination of information-sharing between senior management and administrative officials of all duty stations *Performance measures*: Increased number of meetings each year between the Office of the Under-Secretary-General for Management and executive officers and chiefs of administration of United Nations duty stations 2006-2007: 17 executive officers and 13 managers forum meetings per year Estimated 2008-2009: 20 executive officers and 18 managers forum meetings per year Target 2010-2011: 20 executive officers and 18 managers forum meetings per year

[a] This only applies to external candidates recruited from unrepresented and underrepresented Member States.

External factors

28A.16 The objectives and expected accomplishments under executive direction and management are anticipated to be accomplished on the assumption that all stakeholders will extend their full cooperation and support to the Department in implementing management improvements.

Outputs

28A.17 During the biennium 2010-2011, the following final outputs will be delivered:

(a) Representation of the Secretary-General at meetings of the United Nations intergovernmental bodies on various administrative and financial issues, as and when required;

(b) Cooperation with other organizations of the United Nations system on issues relating to a common approach to financial and administrative management, including contributions to meetings of the CEB High-Level Committee on Management;

(c) Liaison with the host Government, non-governmental organizations and other external entities on management and other resource-related issues;

(d) Monitoring and coordination of departmental activities to ensure the efficient functioning of the Office and the Department;

(e) Strategic guidance and management oversight concerning the implementation of the capital master plan and the enterprise resource planning project.

Table 28A.7 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	2 417.1	2 417.1	7	7
Non-post	185.1	174.7	—	—
Subtotal	**2 602.2**	**2 591.8**	**7**	**7**
Extrabudgetary	180.6	180.6	—	—
Total	**2 782.8**	**2 772.4**	**7**	**7**

28A.18 Resources amounting to $2,591,800, reflecting a net decrease of $10,400, will provide for the continuation of seven posts (4 Professional and above and 3 General Service), as well as for operational requirements, such as travel of staff, general operating expenses, hospitality, supplies and equipment. The decrease of $10,400 reflects a reduction in requirements for furniture and equipment, including the replacement of office equipment.

B. Programme of work[2]

Table 28A.8 **Resource requirements by component**

	Resources (thousands of United States dollars)		*Posts*	
Component	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Management services	5 102.8	4 980.7	16	16
Administration of justice: management evaluation component	1 895.6	1 779.9	6	6
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination	1 452.0	1 368.5	5	5
Subtotal	**8 450.4**	**8 129.1**	**27**	**27**
Extrabudgetary	10 376.7	12 262.7	10	10
Total	**18 827.1**	**20 391.8**	**37**	**37**

[2] Programme 1 of programme 24 of the strategic framework for the period 2010-2011. The Department of Management is solely responsible for the implementation of subprogramme 1.

Table 28A.9 **Distribution of resources by component**

(Percentage)

Component	*Regular budget*	*Extrabudgetary*
Management services	61.3	31.3
Administration of justice: management evaluation component	21.9	66.3
Services to the Fifth Committee of the General Assembly and the Committee for Programme and Coordination	16.8	2.4
Total	**100.0**	**100.0**

Table 28A.10 **Resource requirements: subprogramme 1**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	7 520.8	7 704.4	27	27
Non-post	929.6	424.7	—	—
Subtotal	**8 450.4**	**8 129.1**	**27**	**27**
Extrabudgetary	10 376.7	12 262.7	10	10
Total	**18 827.1**	**20 391.8**	**37**	**37**

Component 1
Management services

Resource requirements (before recosting): $4,980,700

28A.19 This component of subprogramme 1 is the responsibility of the Office of the Under-Secretary-General for Management. The subprogramme will (a) play a key role in the promotion of good management practices throughout the Secretariat and in the introduction of new administrative policies, processes and procedures that comply fully with legislative mandates and the relevant regulations and rules, (b) focus on effective communication with Member States and within the Secretariat on management reform and policy issues and on monitoring, assessing and reporting on the impact of management reforms, (c) facilitate the accountability of senior managers through the support of the Management Performance Board and the administration of senior managers' compacts, (d) oversee the findings and recommendations of oversight bodies to identify material weaknesses and reportable conditions, and follow up on the status of implementation of recommendations, and (e) provide management support which aims at enabling managers to improve management practices and work processes and procedures throughout the Organization through change management as well as establishing a capacity for continuous management and process improvement. The subprogramme also covers the activities of the secretariat of the Headquarters Committee on Contracts, in support of the work of the Headquarters Committee, which makes recommendations to the decision maker on proposed procurement actions over a specific threshold, and the secretariat of the Headquarters Property Survey Board, in support of the work of the Board, which makes recommendations on proposed actions on the disposal of United Nations property and assets.

Table 28A.11 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve management services throughout the Secretariat as a means of enhancing effectiveness, efficiency, accountability and transparency.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved Secretariat management policies, procedures and internal controls that fully comply with legislative mandates and relevant regulations and rules	(a) (i) Full compliance of all new and revised management policies, procedures and internal controls with legislative mandates and relevant regulations and rules *Performance measures*: 2006-2007: 100 per cent Estimated 2008-2009: 100 per cent Target 2010-2011: 100 per cent (ii) Increased percentage of recommendations of audit bodies fully implemented, material weaknesses and reportable conditions identified and remediation plans in place *Performance measures*: Percentage of main recommendations issued by the oversight bodies to the Department of Management that have been implemented 2006-2007: Not available Estimated 2008-2009: 55 per cent Target 2010-2011: 60 per cent (iii) Improvement in the timeliness of business processes (reduction in the number of months, weeks or days required) *Performance measures*: Number of business processes with reduced timeline requirements 2006-2007: 3 business processes Estimated 2008-2009: 5 business processes Target 2010-2011: 7 business processes

	(iv) Improvement of management of administrative overhead cost per United Nations staff *Performance measures*: Total regular budget administrative costs for the Secretariat divided by the number of regular budget posts 2006-2007: $72,912 Estimated 2008-2009: $76,374 Target 2010-2011: $80,287
(b) Improved methods, tools and techniques to assess efficiency and productivity in key management and services functions	(b) Implementation of concrete measures, such as a planning table, in order to monitor management services functions *Performance measures*: Increased number of measures implemented to monitor management services 2006-2007: not applicable Estimated 2008-2009: 2 measures Target 2010-2011: 3 measures
(c) Increased efficiency in the review of contracts awarding and disposal of assets with fairness, integrity and transparency and in compliance with the relevant rules and regulations	(c) (i) Decreased average amount of time required for the handling of cases by the Headquarters Committee on Contracts *Performance measures*: Number of days required for the processing of Headquarters Committee on Contracts cases 2006-2007: 10 days Estimated 2008-2009: 8 days Target 2010-2011: 7.5 days (ii) Increased number of cases handled by the Headquarters Property Survey Board *Performance measures*: 2006-2007: 450 cases Estimated 2008-2009: 475 cases Target 2010-2011: 500 cases

External factors

28A.20 The objective and expected accomplishments are expected to be achieved on the assumption that management policies and related reform proposals will be approved by Member States and that they will continue to be implemented by offices throughout the Secretariat.

Outputs

28A.21 During the biennium 2010-2011, the following final outputs will be delivered:

(a) Servicing of intergovernmental and expert bodies:

(i) Substantive servicing of meetings: approximately seven formal meetings and 30 informal consultations of the Fifth Committee; approximately three formal meetings and six informal consultations of the Committee for Programme and Coordination; and approximately five meetings of the Advisory Committee on Administrative and Budgetary Questions;

(ii) Parliamentary documentation: approximately 20 reports to the General Assembly, including notes by the Secretary-General commenting on reports and recommendations of the Joint Inspection Unit (10); reports of the Secretary-General concerning the review of the efficiency of the administrative and financial functioning of the United Nations (2); reports on the implementation of recommendations of the Board of Auditors (4); biennial report on United Nations system-wide management improvement (1); report on standards of accommodation for air travel (1);

(b) Administrative support services:

(i) Oversight support: consolidated reports to the oversight bodies on the status of their recommendations (approximately 10); consolidated responses to draft reports and management letters (40); consolidated comments of the Secretary-General to CEB on the implementation of the recommendations of the Joint Inspection Unit (approximately 10); semi-annual reports to the Management Performance Board and the Oversight Committee (8); responses to requests for exceptions to the standards of accommodation for air travel (approximately 250);

(ii) Implementation of an application for tracking and following up on the recommendations of the Board of Auditors, the Office of Internal Oversight Services and the Joint Inspection Unit;

(iii) Implementation of change management, business process and continuous management improvement initiatives, and identification of best practices in management and administration;

(iv) Organization of client surveys, review and analysis of data from client surveys and development of measures to achieve progress in attaining greater client orientation in the design and delivery of administrative services;

(v) Substantive and technical servicing of the Headquarters Committee on Contracts through the review of over 700 proposed procurement awards annually and the provision of recommendations to the Under-Secretary-General;

(vi) Training of members of the local committees on contracts;

(vii) Substantive and technical servicing of the Headquarters Property Survey Board through the review of approximately 500 property survey cases;

(viii) Substantive backstopping for the Management Performance Board regarding the senior management compacts, the preparation of substantive recommendations on the format and indicators to be contained in the compacts and the preparation of annual assessments of actual performance compared with targets contained in the compacts for submission to the Board;

(ix) Substantive backstopping of the Management Committee regarding the monitoring of compliance within the Secretariat with recommendations of oversight bodies.

Table 28A.12 **Resource requirements: management services**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	4 812.0	4 807.5	16	16
Non-post	290.8	173.2	—	—
Subtotal	**5 102.8**	**4 980.7**	**16**	**16**
Extrabudgetary	3 276.1	3 837.0	7	9
Total	**8 378.9**	**8 817.7**	**23**	**25**

28A.22 Resources amounting to $4,980,700 provide for the continuation of eight posts (5 Professional and above and 3 General Service) in the Policy and Oversight Coordination Service, four posts (3 Professional and above and 1 General Service) in the Management Support Service and four posts (2 Professional and 2 General Service) for the secretariat of the Headquarters Committee on Contracts and the Property Survey Board, as well as related non-post resources to strengthen the substantive capacity to perform analytical and evaluative functions in such areas as monitoring of management practices, managerial accountability, reform initiatives and oversight. The proposals reflect a net decrease of $122,100 owing mainly to the discontinuation of provisions for consultancy services for fraud and corruption prevention services given the completion of the consultancy project. The Organization will keep under review all components of the accountability architecture and, should significant gaps emerge that require new mechanisms to deal with fraud and corruption, they will be identified and reported to the General Assembly.

Component 2
Administration of justice: management evaluation component

Resource requirements (before recosting): $1,779,900

28A.23 This component of the subprogramme is the responsibility of the Office of the Under-Secretary-General for Management. Individual requests for an evaluation of contested decisions before cases proceed to litigation will be undertaken within the prescribed 30- and 45-day time limits. Management evaluation will be the final step in the process of determining whether a mistake has been made or an irregular action taken before the case proceeds to the first level of judicial review. That would give management an opportunity to correct itself, where necessary, and to hold decision makers accountable in cases where an improper decision has been taken. Adequate accountability measures will be established to ensure that individuals and the Organization are held accountable for their actions in accordance with the relevant resolutions and regulations.

Table 28A.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To ensure that there is greater personal accountability for decision-making and that flawed administrative decisions do not proceed to litigation in the formal system of administration of justice.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability to monitor delegated authority for management-related decisions as well as increased managerial accountability	(a) (i) Timely response to management evaluation requests, within the prescribed 30- and 45-day time limits *Performance measures*: 2006-2007: not available Estimated 2008-2009: 80 per cent Target 2010-2011: 85 per cent (ii) Reduced number of improper or incorrect decisions within the various offices and departments of the United Nations Secretariat *Performance measures*: 2006-2007: not available Estimated 2008-2009: 15 per cent Target 2010-2011: 10 per cent (iii) Reduced number of cases proceeding to the United Nations Dispute Tribunal for formal litigation *Performance measures*: 2006-2007: not available Estimated 2008-2009: a remedy found or original decision overturned in at least 10 per cent of cases, thus avoiding litigation in the United Nations Dispute Tribunal Target 2010-2011: a remedy found or original decision overturned in at least 10 per cent of cases, thus avoiding litigation in the United Nations Dispute Tribunal

External factors

28A.24 The objective and expected accomplishments are expected to be achieved on the assumption that there will be no significant increase in the number of evaluation requests and improper or incorrect decisions.

Outputs

28A.25 During the biennium 2010-2011, the following final outputs will be delivered:

(a) Servicing of the intergovernmental and expert bodies: parliamentary documentation: report of the Secretary-General to further clarify the role of the Department of Management in the evaluation process, in order to ensure the appropriate independence of the Management Evaluation Unit;

(b) Administrative support services: provision of assistance in evaluation of administrative decisions that have been contested by staff to determine the appropriate course of action.

Table 28A.14 **Resource requirements: administration of justice: management evaluation component**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	1 303.2	1 556.8	6	6
Non-post	592.4	223.1	—	—
Subtotal	**1 895.6**	**1 779.9**	**6**	**6**
Extrabudgetary	6 806.1	8 128.1	2	—
Total	**8 701.7**	**9 908.0**	**8**	**6**

28A.26 The amount of $1,556,800 covers the cost of the continuation of six posts (3 Professional and 3 General Service) and the estimated non-post requirements in the amount of $223,100 relating to general temporary assistance and general operating expenses. The decrease of $115,700 compared with resources for the biennium 2008-2009 reflects the net effect of the delayed impact of new posts established in the Management Evaluation Unit under the terms of the new administration of justice framework in accordance with General Assembly resolution 62/228, offset by the discontinuation of non-recurrent provisions approved for clearing the backlog of cases before the Joint Appeals Board and the Joint Disciplinary Committee in the course of preparation for the new administration of justice framework.

Component 3
Services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

Resource requirements (before recosting): $1,368,500

28A.27 The secretariat of the Fifth Committee and of the Committee for Programme and Coordination provides substantive and technical secretariat support to those Committees, including by organizing substantive support provided by the departments and offices of the Secretariat, as well as through:

(a) The provision of proactive assistance to the chairpersons and bureaux of the Fifth Committee and the Committee for Programme and Coordination in connection with the strengthening and revitalization of their work, and the provision of analytical and historical information on their proceedings, with a view to developing appropriate proposals for review by the Committees;

(b) The provision of proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of reports and communications;

(c) Coordination of the implementation of the resolutions, decisions and recommendations adopted by the Committee.

Table 28A.15 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To facilitate deliberations and decision-making by the Fifth Committee and the Committee for Programme and Coordination.

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved communication on organizational and procedural aspects of meetings as well as enhanced substantive, technical and secretariat support to the Member States and other participants in the meetings	(a) (i) Timely preparation and submission to the General Assembly of the programmes of work and the final reports of the Fifth Committee and the Committee for Programme and Coordination *Performance measures* Percentage of meetings conducted in a timely, orderly and procedurally correct manner 2006-2007: 100 per cent Estimated 2008-2009: 100 per cent Target 2010-2011: 100 per cent (ii) Reduced number of complaints by representatives of Member States of the Fifth Committee and the Committee for Programme and Coordination concerning the conduct of meetings and the level and quality of substantive and technical secretariat services *Performance measures* 2006-2007: zero complaints Estimated 2008-2009: zero complaints Target 2010-2011: zero complaints

External factors

28A.28 The objective and expected accomplishments are expected to be achieved on the assumption that (a) meetings and sessions will be held as planned and proposals from Member States with regard to the agreed programme of work and requests for documentation will be received in a timely

manner, and (b) there will be active and timely participation, cooperation and collaboration by Member States in the proceedings of each Committee.

Outputs

28A.29 During the biennium 2010-2011, the following final outputs will be delivered (regular budget and extrabudgetary):

(a) Servicing the Fifth Committee and the Committee for Programme and Coordination:

(i) Substantive and/or technical services for formal meetings and informal consultations of the Fifth Committee (approximately 640 meetings and consultations) and the Committee for Programme and Coordination (approximately 80 meetings and consultations) for the effective delivery of their mandates;

(ii) Planning and organization of activities and services related to sessions of the Committees;

(iii) Advice to the chairpersons and bureaux of the Committees and Member States;

(iv) Notes on the programme of work and on the status of documentation; 160 procedural notes for the chairpersons (80 procedural notes for the chairperson of the Fifth Committee and 80 procedural notes for the chairperson of the Committee for Programme and Coordination); substantive summaries of the meeting; and working and background papers, as required;

(b) Other substantive activities: maintenance and update of the websites of the Committees.

Table 28A.16 **Resource requirements: services to the Fifth Committee and to the Committee for Programme and Coordination**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Post	1 405.6	1 340.1	5	5
Non-post	46.4	28.4	—	—
Subtotal	**1 452.0**	**1 368.5**	**5**	**5**
Extrabudgetary	294.5	297.6	1	1
Total	**1 746.5**	**1 666.1**	**6**	**6**

28A.30 Resources amounting to $1,368,500 will provide for the continuation of four posts (2 Professional and above and 2 General Service) and the related operational requirements of the secretariat, including overtime and contractual services for information technology. In addition they provide for the proposed abolition of one General Service (Principal level) post and the establishment of a new post at the P-2 level in the light of the reclassification of the functions. The post at the P-2 level would provide enhanced technical administrative and substantive support to the meetings of the Fifth Committee and the Committee for Programme and Coordination. The incumbent will assist in the preparation of the draft programme of work of the Committees, undertake research and provide reference materials for the preparation of briefs, notes and statements for the chairpersons of committees and meetings, and liaise with relevant offices within the Secretariat for the preparation of documentation. The reduction in non-post requirements of $18,000 represents a

reduction in overtime requirements and the provision for furniture and equipment, taking into consideration the useful life of such equipment.

C. Programme support

Resource requirements (before recosting): $15,652,500

28A.31 The Executive Office of the Department of Management provides central administrative services, support and advice for the Department as a whole, namely, the Office of the Under-Secretary-General, the Office of Programme Planning, Budget and Accounts, the Office of Human Resources Management, the Office of Central Support Services and the capital master plan project, in the areas of human resources, finance and general administration. It also provides similar administrative services to the secretariats of the Advisory Committee on Administrative and Budgetary Questions and the Board of Auditors. Furthermore, it centrally administers the provisions for the rental of premises and alterations for the Secretariat at Headquarters as a whole. The regular budget share of the enterprise resource planning project costs is also reflected under programme support for section 28A.

Table 28A.17 **Resource requirements: programme support**

	Resources (thousands of United States dollars)		*Posts*	
Category	*2008-2009*	*2010-2011 (before recosting)*	*2008-2009*	*2010-2011*
Regular budget				
Executive Office				
Post	3 784.4	3 634.7	17	16
Non-post	263.6	241.9	—	—
Subtotal (1)	**4 048.0**	**3 876.6**	**17**	**16**
Enterprise resource planning project				
Non-post	—	11 775.9	—	—
Subtotal (2)	**—**	**11 775.9**	**—**	**—**
Total (1) and (2)	**4 048.0**	**15 652.5**	**17**	**16**
Extrabudgetary	18 173.0	70 254.1	—	1
Grand total	**22 221.0**	**85 906.6**	**17**	**17**

28A.32 The resources of $3,876,600 for the Executive Office would provide for the continuation of 16 posts (5 Professional and above and 11 General Service) and related non-post requirements. The proposal reflects a decrease of $149,700 under posts as a result of the outward redeployment of one General Service (Other level) post to the Office of Information and Communications Technology to provide administrative support to the newly established Office with respect to the activities of the former Information Technology Services Division, which had previously been supported by the Executive Office. The non-post resources would cover the requirements for overtime, general operating expenses, supplies and furniture and equipment for the Executive Office. The net decrease of $21,700 under non-post requirements relates to the reduction in acquisition and replacement of office automation equipment, offset in part by an increase in contractual services and general operating expenses to cover increases in telecommunications and

desktop service costs to be reimbursed to the Office of Information and Communications Technology.

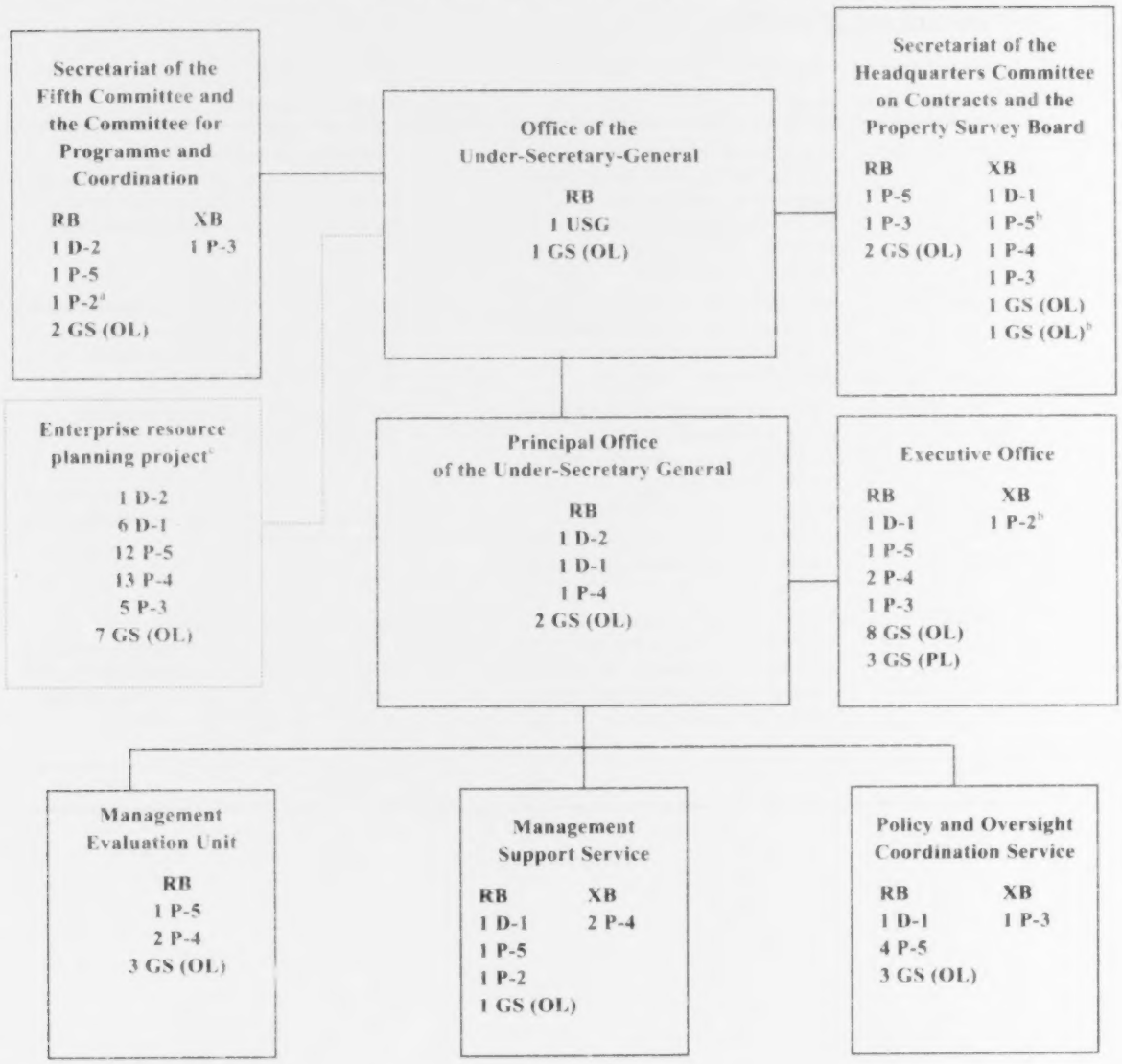
28A.33 The proposed provision of $11,775,900 under grants and contributions would cover the regular budget share of the 2010-2011 estimated total costs of the enterprise resource planning project amounting to $78,506,000, based on the cost-sharing formula as detailed in document A/62/510/Rev.1 and endorsed by the General Assembly in its resolution 63/262. It should be noted, however, that the user needs analysis of the project continues, details of which will be submitted to the Assembly in the comprehensive report requested by the Assembly to be submitted at its sixty-fourth session. At this stage, preliminary estimates of the total gross budget of the project for the biennium 2010-2011 may amount to approximately $186 million, with the regular budget share amounting to $28 million, or some $16.2 million in addition to the amount estimated in the present document. However, pending finalization of the analysis and the report, definitive information is not yet available on the potential additional cost.

Table 28A.18 **Summary of follow-up action taken to implement the relevant recommendations of oversight bodies**

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/62/7)	
The Advisory Committee recommends that in taking up the responsibility for the functions related with the preparation of the programme performance report, the Office of the Under-Secretary-General focus on improving the usefulness of the programme performance report, for both programme managers and Member States, and to make it more consistent with and supportive of results-based budgeting. Consideration should be given to improving the timeliness of performance reporting. The Committee also emphasizes the need to issue a performance report that would cover both financial and programmatic performance for the same period and to establish a financial link between programmes and activities so as to allow an assessment of the utilization of resources (para. VIII.13).	The proposals for improving the programme performance report with a view to making it more consistent with and supportive of results-based budgeting, together with the proposals for related resources were submitted to the General Assembly in the Secretary-General's report (A/62/701/Add.1), which was considered by the Assembly (see resolution 63/276). Within the limitations of existing systems, the Secretariat is currently reviewing options for the programme performance report to cover both financial and programmatic performance information for the same activities, so as to allow an assessment of the utilization of resources.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Committee recommends that the Department of Management provide information on the concrete steps it has taken to improve management practices across the Organization in the context of the budget proposals for the biennium 2010-2011 (para. VIII.14).	With the appointment of the Under-Secretary-General for Management on 1 June 2008, several reform initiatives to promote good management practices have been initiated, including the initiative on reform of the administration of justice system, reform of human resources management and creation of a governance framework for the enterprise resource planning project, which will facilitate the implementation of the enterprise resource planning system aimed at consolidating the management of all financial, human and physical resources under a single integrated information system for the entire Organization, including for peacekeeping and field missions.
The Advisory Committee believes that measures aimed at better management require central leadership to drive reform efforts, overcome resistance to change and to build and sustain Organization-wide commitment to new ways of doing business. It encourages the Department of Management to assume a more proactive role in leading reform efforts and improving management practices and administrative processes and procedures (para. VIII.15).	The Steering Committee on the Implementation of Change Management Measures, chaired by the Deputy Secretary-General, periodically reviews progress on these initiatives.
Board of Auditors (A/63/5 (vol. I))	
The Board recommends that the Organization adopt a decision on the Secretary-General's proposals related to the enterprise resource planning system of the Secretariat (para. 136).	In its resolution 63/262, the General Assembly took action on a number of issues of the enterprise resource planning project. The Assembly approved the governance framework of the project as proposed by the Secretary-General and noted that it is distinct from the information and communications technology governance structure. It also approved initial resources for enterprise resource planning, endorsed the cost-sharing arrangements for financing the project, as proposed by the Secretary-General in paragraph 79 of his report (A/62/510/Rev.1), and endorsed establishment of a multi-year account to record income and expenditure of the project. The Secretary-General will present a report to the Assembly at the main part of its sixty-fourth session on the progress achieved in project implementation, including on an assessment of the organizational arrangements and options for a reduced enterprise resource planning package at lower cost.

Department of Management: Office of the Under-Secretary-General
Organizational structure and post distribution for the biennium 2010-2011



Abbreviations: RB, regular budget; XB, extrabudgetary; USG, Under-Secretary-General; GS, General Service; PL, Principal level; OL, Other level.

[a] Reclassification of a General Service (Principal level) post to the P-2 post.

[b] New post.

[c] Positions funded through the multifund, consisting of regular budget, peacekeeping support account and extrabudgetary resources.

Annex

Outputs produced in 2008-2009 not to be carried out in the biennium 2010-2011

A/62/6, paragraph	*Output*	*Quantity*	*Reason for discontinuation*
28A.24 (b) (v)	Management of data for tracking the progress and impact of United Nations system-wide management improvement measures and the preparation of a biannual report for the General Assembly	1	Performance measurement systems have been incorporated throughout the different offices of the Department, which directly track the progress in the improvement measures
28A.29 (b) (i)	Substantive and technical servicing of the Headquarters Joint Appeals Board, Joint Disciplinary Committee and Panel of Counsel	1	These bodies have been discontinued and the new administration of justice system was approved by the General Assembly in its resolution 62/228
28A.29 (b) (ii)	Training of the members of the panels of the Joint Appeals Board on substantive and procedural aspects of the internal justice system	1	See explanations relating to paragraph 28A.29 (b) (i) above
28A.29 (b) (iii)	Provision of assistance in the settlement of cases and advice to staff members on appeals and disciplinary matters	1	See explanations relating to paragraph 28A.29 (b) (i) above
28A.29 (b) (iv)	Provision of advice concerning amendments to the Staff Rules, administrative issuances and policies concerning disciplinary proceedings, appeals and related matters	1	Under the new administration of justice system approved by the General Assembly in its resolution 62/228, these functions will be undertaken by the Office of Administration of Justice and the Office of Human Resources Management
	Total	**5**	